
Introduction to the Readiness Kill Chain



**United States Fleet Forces Command
United States Pacific Fleet**

April 2013

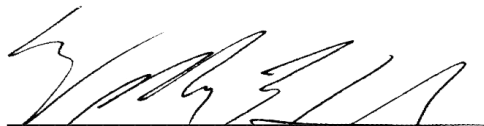
**HEADQUARTERS
U.S. FLEET FORCES COMMAND
NSA NORFOLK, VA 23551-2487**

FLEET COMMANDERS' INTENT

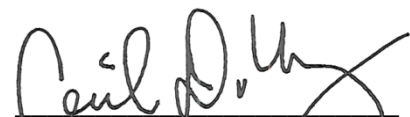
The United States Navy is the greatest Navy in the world because we are constantly learning and applying new knowledge to how we operate. The current economic environment combined with increased competition within government for limited resources and escalating operating costs reinforces the need for a new operational design, a coordinated approach to the delivery of readiness across both Fleets. Prioritizing efforts and resources is a must. U.S. Fleet Forces Command (USFF) and U.S. Pacific Fleet (CPF), acting as two Fleets with one voice, are committed to getting the most readiness out of the Fleet's capabilities.

In support of the three tenets of CNO's *Navigation Plan* (Warfighting First, Operate Forward, and Be Ready), the Fleets have designed an integrated approach to fully understand the production and delivery of readiness known as the Readiness Kill Chain. This approach will cultivate cross-Navy alignment, integrate decision-making processes, increase predictability, enhance our effectiveness, and drive more efficient stewardship of our resources.

The purpose of this document is to share with you our Commanders' Intent and introduce our strategic framework, designed to provide focus and direction as we continue to execute our mission. As we find the right balance between demand and resources in this dynamic environment, we must not forget sustained warfighting readiness is paramount, today and in the future.



W. E. GORTNEY
Commander, U.S. Fleet Forces
Command

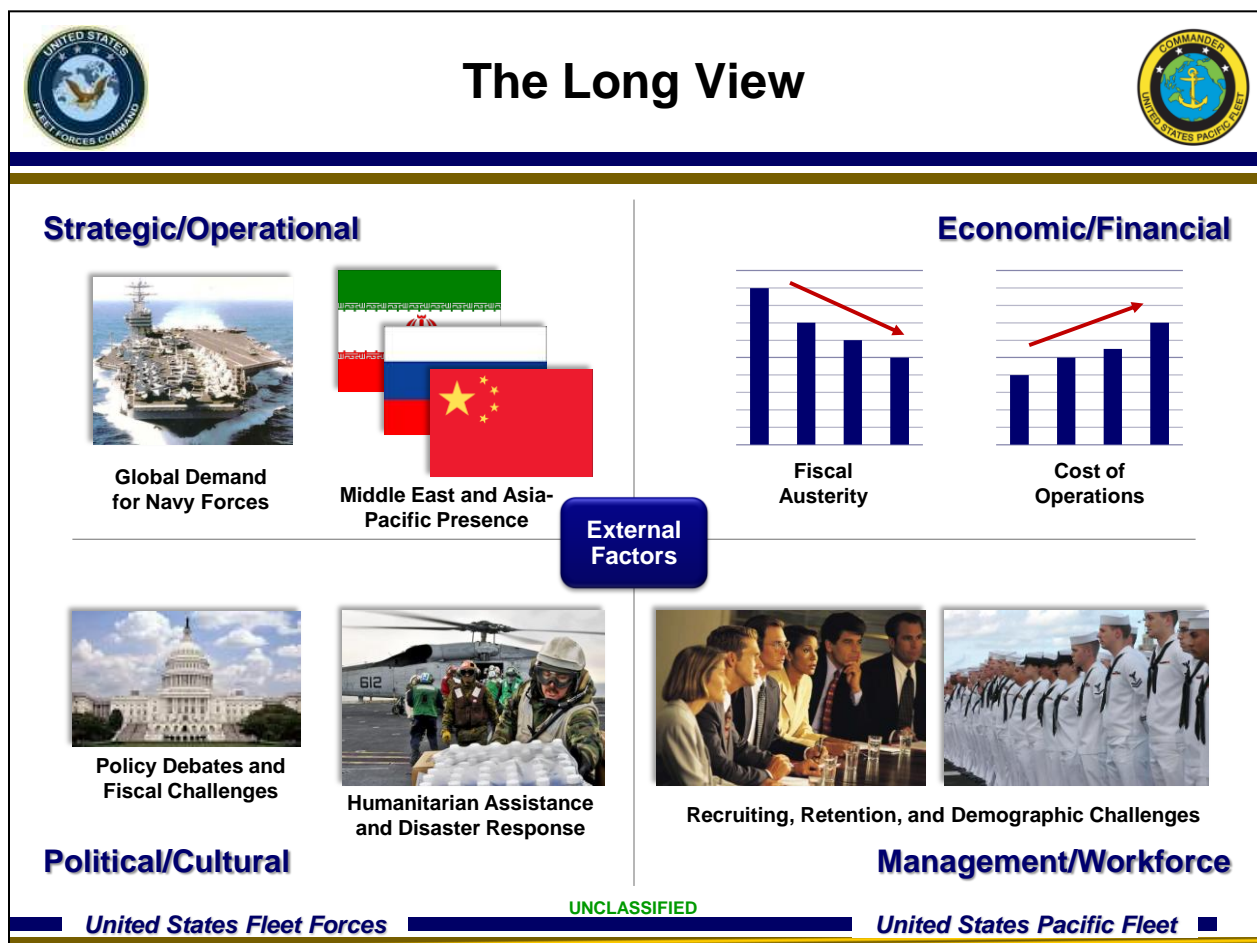


C. D. HANEY
Commander, U.S. Pacific
Fleet



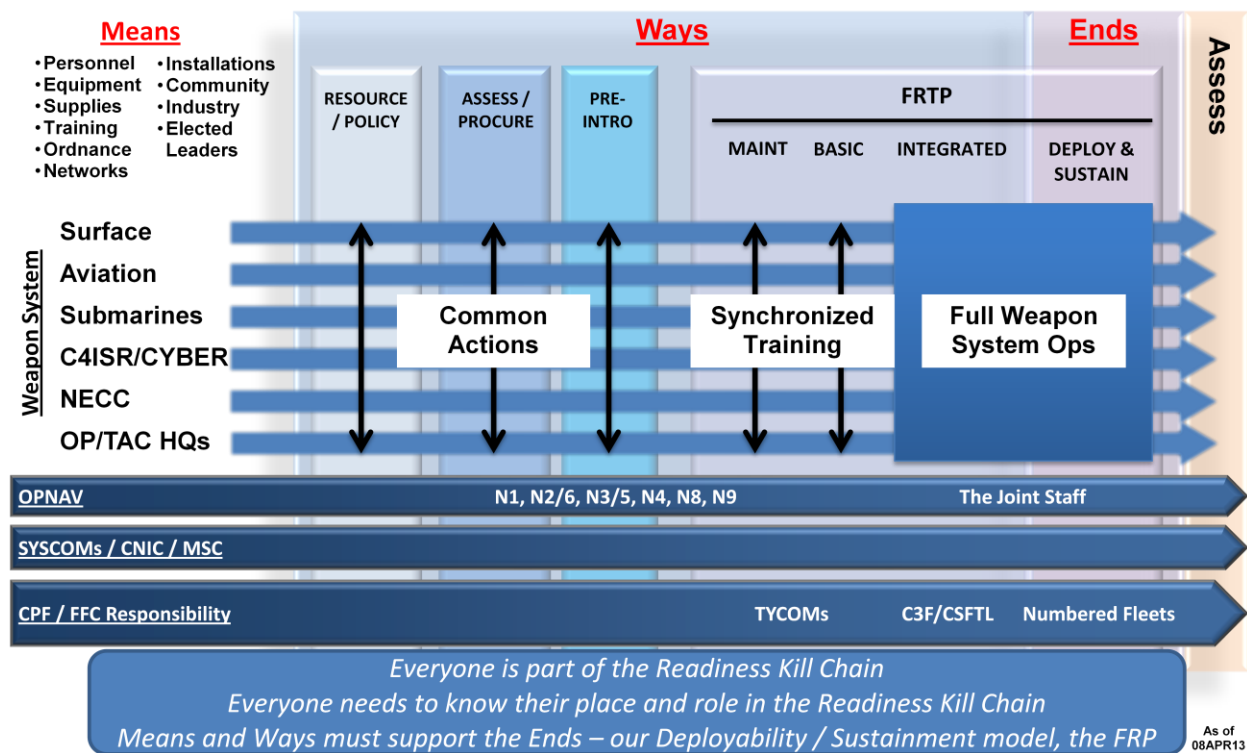
SITUATION

For the foreseeable future, our operating environment will be defined by four predominant characteristics: (1) decreasing resources, (2) increasing operational demands, (3) evolving capabilities, and (4) emerging threats. Decreasing resources will require leaders at all levels to continually examine how available resources can be best aligned to their requirements. Simultaneously, operational demands are likely to increase, despite the continuing drawdown in Afghanistan, and the capabilities of our adversaries and potential adversaries continue to evolve. Some of the emerging threats we might encounter include increasingly sophisticated asymmetric capabilities, electronic and cyber warfare, ballistic and cruise missiles, advanced air defenses, and the proliferation of sophisticated weapons and technology to non-state actors.



READINESS KILL CHAIN (RKC)

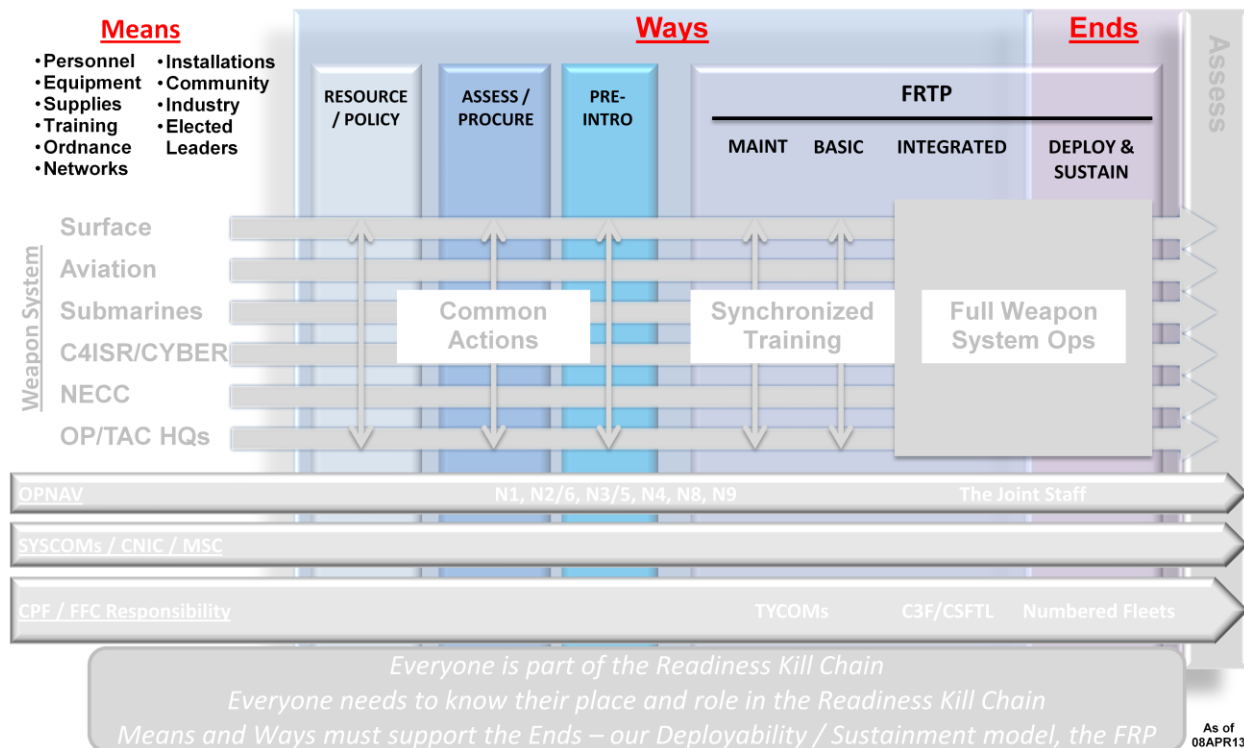
Our integrated approach will harness the power of a properly trained and aligned staff to accomplish our responsibilities as the chief advocate for the warfighter and to drive readiness production in the Fleet. To stay ahead of the likely impacts of environmental forces, especially continued fiscal austerity and increasing operational costs, we will expand the scope of how we view the production of readiness. We can no longer afford to limit ourselves exclusively to the resources and staffs traditionally aligned under Fleet control. We must broaden the aperture to ensure that our policies, resources, and products are what we need to deliver the right capability to the Numbered Fleet Commanders. This approach is guided by the Readiness Kill Chain (RKC).



The RKC will be used to identify and prioritize barriers to readiness production, and align responsible stakeholders to effectively resolve those barriers. It is a fresh look at the end-to-end process for ensuring tight coordination between stakeholders throughout the “battle space” of readiness production. Defined correctly, the RKC encompasses the entire Navy. Everyone is part of the RKC, and everyone must know and understand their place and role to effectively influence all factors.

ENDS, WAYS, AND MEANS

Like any sound strategy, the RKC incorporates ends, ways, and means. Specifically, it identifies the resources that will be used (means), how will they be used (ways), and the desired strategic outcomes (ends).

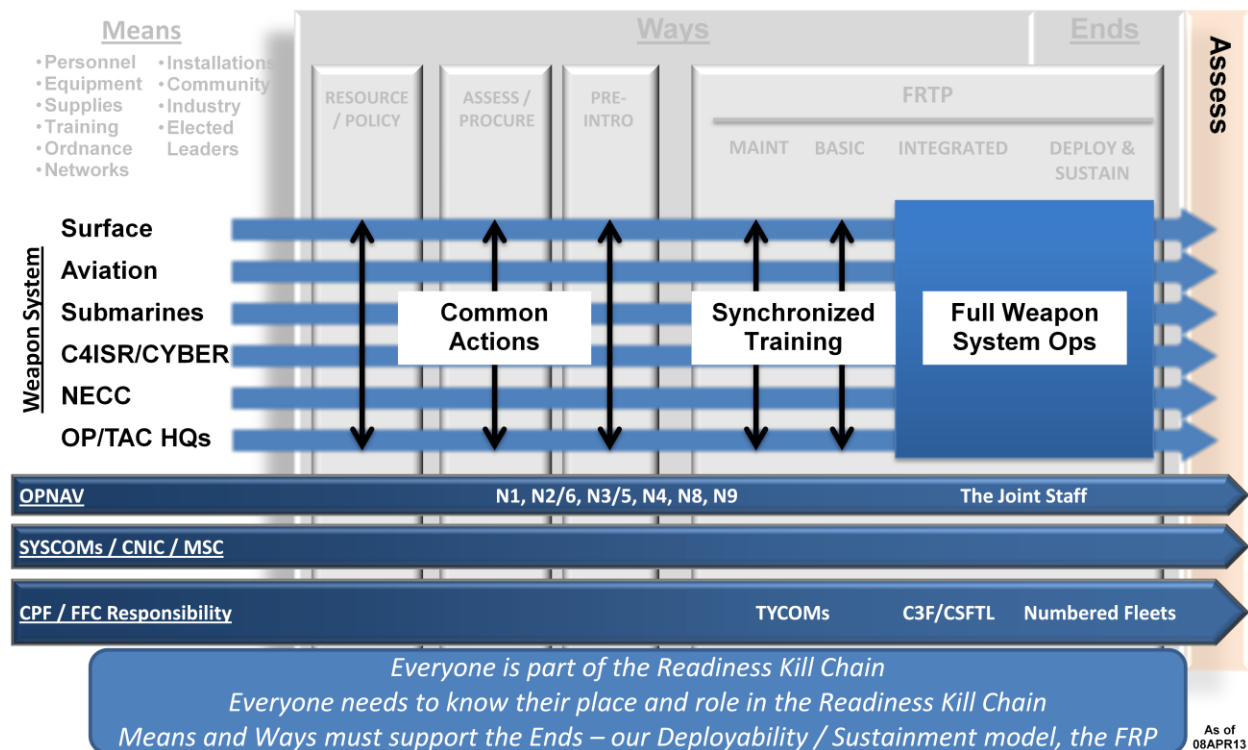


In the RKC, the means are the readiness pillars (personnel, equipment, supplies, training, and ordnance) as well as other critical resources, including networks and installations. The procurement, acquisition, and early phases of the FRTTP are the ways, and ready forward-deployed forces are the ends.

It is important to note that we have also included community, industry, and elected leaders as key means in the RKC framework. This is intended to reflect our understanding of the critical role these partners play in supporting Fleet readiness, as well as our commitment to working closely with them to identify and address the root causes of any issues that may compromise the current or future readiness of the Navy.

LIFECYCLE OWNERSHIP AND CONTINUAL IMPROVEMENT

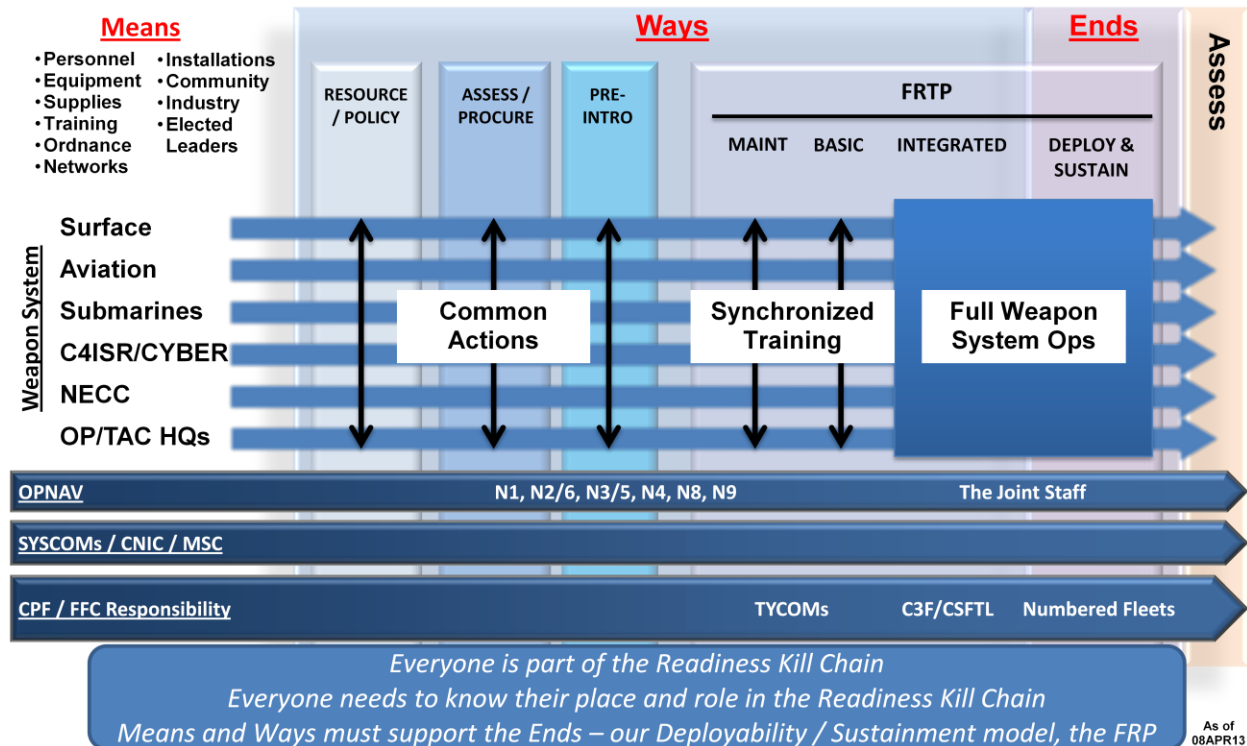
The key to effective execution will be the ability of the Fleet to shape activities early enough in the RKC to maximize the relevance and quality of all inputs for the FRTP process. Success will be determined by the strength of the working relationships among all Echelons, including the CNO and Secretariat staffs. This requires the codification of key supported and supporting relationships between TYCOMS, SYSCOMS, CNIC, OPNAV, and SECNAV.



Although assessment is the final piece of the RKC, it is really the beginning of how we will increase effectiveness over time and maintain long-term relevance in the production of readiness. The end-to-end process pictured above is actually an iterative process that must continually evolve and adapt to internal and external environmental factors. The ability to assess and obtain feedback from the warfighter will be the foundation of our ongoing work in support of readiness production.

CLOSING

This document reflects our vision and guidance for effective execution of the RKC. Executing our missions will require unified action between the Fleets and within our respective chains of command.



This document is intended to be used as a starting point for deepening your understanding of the RKC and where you fit within it. Take the time to think through the following questions as a way to put the framework into action:

- Where do you fit in the RKC (producer, consumer, or product)?
- What parts of the RKC affect your work, and what parts are affected by your work?
- What relationships can you build to enhance your effectiveness within the RKC?
- How can you increase the effectiveness and efficiency of your part of the RKC?
- How can you influence the RKC “up-stream” to increase effectiveness and efficiency?

Our day-to-day operations will enhance our effectiveness in executing the RKC and expand our influence as the chief advocate for the Fleet. Ultimately, all stakeholders will understand the meaning of the RKC, and the importance of their role in supporting the delivery of readiness to our forward-deployed warfighters.

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